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Transcript

FirstNet Board of Directors Webcast, Washington, DC, March 24-25, 2015

Part 5 – Board Meeting

SUE SWENSON: Well, good morning everybody. Yesterday was a long day. It's kind of like going -- you know, I watched those webcasts on the hearings, and as the day wanes on the audience gets smaller. It certainly didn't happen yesterday. I think there were bets being made about, in fact, people were betting drinks, I think, on when the meeting would end, and I think we ruined everybody's cocktail hour. So we apologize for that, but obviously it was an important bit of discussion yesterday, and obviously we'll have some more of that discussion today and give you more detail today.

But I appreciate you being here for our March 25th Board meeting. For those of you here in person and those of you on the webcast, and, again, thank Commerce for hosting us in this facility. I don't know how many more times we'll be here, but it's been interesting to see all the historic -- I asked the question yesterday about what are those -- I felt like I was in an opera house, you know, with those windows up there. I guess somebody told me yesterday, I guess, it was used for translators in the day. So I'm learning a little bit of history about our Commerce Building.

So, as we indicated yesterday, and, I, you know, we feel very seriously about keeping our meetings open and transparent. And I think our last meeting was -- I don't think we had a closed session at our last meeting. If we did, it was very brief. Obviously, the sensitivity of the information that we're sharing and the information that we're dealing with is very proprietary, and we take very, very seriously the protection of this information for our potential offerors.

You know, we've had a lot of opportunity to talk to offerors, potential offerors, and market research, and that's actually one of the things that I think a lot of you have told us, is, look I really want to give you information but I want to make sure that it's protected. And, frankly, it's the only way that we're going to get the most out of this opportunity for public safety, is to manage this in a way that really protects that information, for those of you who are potential offerors to this public safety network.

So, I know it's probably a little frustrating for you not to have more information, but I hope you understand the balance that we have to maintain between being transparent and open and yet protecting the information that needs to be protected. So I just want to tell you, it's a bit of a conflict for us because we are really trying hard to be open and transparent and just want to let you know we struggle with that a little bit and we're going to be as open and transparent as we possibly can.

Let me tell you a little bit about today, what we're going to do today. We're going to, obviously, after we take the roll, approve the minutes, do our conflicts review. We're going to have very short committee readouts on the committee meetings yesterday. We're going to get an update from TJ on the Strategic Roadmap. I think it's very important to continue to update you on what we said, gosh, it's probably a year ago, is when we rolled out March of 2014 in New York, the Strategic Roadmap and make sure that you're all aware of where we are on that roadmap and what's ahead. So I think that review is going to be very important.

We're going to talk about, obviously, we're going to talk about spectrum relocation in the 700 band, so we're going to get a report out on that. And obviously, we'll only have one closed session today and then

come back and actually have a presentation to you about what we're doing on the notice for information and feedback from you on the RFP documents. So that is kind of the agenda for today, and I think we'll be able to move through this pretty efficiently today. So with that, Uzoma, would you take the roll?

UZOMA ONYEIJE: Absolutely. Sue Swenson?

SUE SWENSON: Here.

UZOMA ONYEIJE: Barry Boniface?

BARRY BONIFACE: Here.

UZOMA ONYEIJE: Tim Bryan?

TIM BRYAN: Here.

UZOMA ONYEIJE: Chris Burbank?

CHRIS BURBANK: Here.

UZOMA ONYEIJE: Ron Davis?

RON DAVIS: Here.

UZOMA ONYEIJE: James Douglas?

JAMES DOUGLAS: Here.

UZOMA ONYEIJE: Jeff Johnson?

JEFF JOHNSON: Here.

UZOMA ONYEIJE: Kevin McGinnis?

KEVIN MCGINNIS: Here.

UZOMA ONYEIJE: Annise Parker? Frank Plastina?

FRANK PLASTINA: Here.

UZOMA ONYEIJE: Ed Reynolds?

ED REYNOLDS: Here.

UZOMA ONYEIJE: I hear you, Ed. Suzanne Swenson?

SUE SWENSON: No, Spaulding?

UZOMA ONYEIJE: Spaulding? Sorry. Spaulding?

SUZANNE SPAULDING: Spaulding is here.

UZOMA ONYEIJE: Rich Stanek?

RICH STANEK: Here.

UZOMA ONYEIJE: Teri Takai?

TERI TAKAI: Here.

UZOMA ONYEIJE: And Geovette Washington?

GEOVETTE WASHINGTON: Here.

SUE SWENSON: You just wanted to make sure I was here, right?

UZOMA ONYEIJE: I think you're doubly here.

SUE SWENSON: Yeah. So, thanks. And you have before you the minutes from the last meeting. I believe all the Board members have the minutes, and so if there are no changes or corrections, I would entertain a motion to approve.

TERI TAKAI: So moved.

JEFFREY JOHNSON: Second.

[phone vibrates].

SUE SWENSON: It's not mine. Okay, I'm moving my phone for the static. So I don't think that's my phone, if anybody wants to move their device. So we have a motion and a second. Any further discussion about the minutes? All those in favor, please signify by saying aye.

ALL: Aye

SUE SWENSON: Any opposition? Any abstentions? The minutes are approved, And, Uzoma, you'll make those available to the public. I don't know if anybody has a device next to the -- okay. And then I think we need to do a conflicts review and notification, Uzoma.

UZOMA ONYEIJE: Yeah. In advance of this quarter's meetings, the management team provided the Board with a set of agendas that were going to be taking place both yesterday and today, that constituted what we're going to be doing during these meetings. In addition to providing the list of what was going to be discussed and voted on at the meeting, they're also provided with a conflicts of interest assessment, and that assessment was jointly produced by the Commerce's Department of General Counsel, as well as Chief Counsel for FirstNet.

Providing these documents in advance to the Board members allowed them to identify potential conflicts of interest and recuse themselves from consideration, if required. So if any Board member believes that they must recuse themselves, now we'd like to know. Having heard nothing, I think we are ready to proceed.

SUE SWENSON: Great. Thank you.

UZOME ONYEIJE: Thank you.

SUE SWENSON: Thank you, Uzoma. So on the committee readouts I'm going to start with the Governance and Personnel Committee, and we had Ed Parkinson from our Government Affairs group report out on the Annual Report to Congress. And I think you recall, if you were here yesterday, that that report has -- it was substantially changed and improved from prior years. I think Ed did a nice job of highlighting those issues that are really important to look at, and I would just like to emphasize one thing in particular, the issue around culture. And I really want to talk about that, because this is one of the things that we take very seriously here at FirstNet. We're in a very unusual and unique situation. We're here to serve public safety, and I think public safety expects us to be on duty 24 by 7, right, Chief?

JEFF JOHNSON: That's right.

SUE SWENSON: And so we're really trying to create a culture inside of FirstNet that has that focus of 24 by 7 mentality, serving public safety, and I will tell you, it's challenging. I mean, you heard some of my testimony in the Senate hearing. It's pretty challenging from a cultural standpoint to deal with some of those issues. But I think the team is doing an excellent job of bringing the right people into the organization. We're making sure that the people who are coming to FirstNet understand that. They're here to serve. They're here to serve the public safety entity. And I think it's showing.

I mean, TJ and I were talking about it during the holidays. You know, it's challenging. I know people take time off for holidays, but when you're in a 24 by 7 organization, somebody needs to be on duty to be responsive to the organization. So think we're off to a good start, but it's something that we'll continue to focus on, and I know the Board is very focused on that and thinks it's very important for the success of this project. So, Ed, thanks for pointing that out, and thanks for doing such a nice job on the report.

Obviously we talked about particular items relative to the RFP documents, and that was in the Governance Committee. You know, each of the committees has a particular purview and domain that they focus on. In the Governance Committee we talked about the number of proposed partners FirstNet would seek in the RFP, the potential geographic scope of the coverage, the accommodation of states who choose to deploy their own radio access network, and, really, the rationale for using an objectives approach versus a detailed requirements approach. So obviously, the committee spent quite a bit of time talking about those things, and we will consider that discussion and the committee's position as the Board deliberates on that today. So that was really, I think, the outcome of the Governance Committee. Any other comments from any other Governance Committee members that you would add to that? No? Okay.

So I believe, Barry, you were next on the technology, so you want to just tell us what you did that was different than the others?

BARRY BONIFACE: Yeah. Well I don't know what we did that was different. But we -- I guess probably the primary thing that we talked about that wasn't RFP-related, which I think you covered nicely, was we had an update from Jeff Bratcher, our acting CTO. And Jeff brought us up to speed on some of the things his team has been doing and sort of where they've gotten to in various areas. We talked about hiring, which had been a problem, made some pretty good progress in that regard. I think there's a little bit more progress to be made there. But, clearly -- and gave us the background of some of the people that he has been able to attract, which I think was interesting, because there were a lot of really experienced people that we've been able to bring on board.

And then, importantly, we also got a readout on the key learnings from the PSCR and BTOP activities and how we're thinking about some of those learnings and incorporating them into the draft RFP. So it was a great readout, and Jeff and his team are doing a really good job. And then we went into closed session and talked about the RFP elements that apply to us. That was principally the Technology Committee.

SUE SWENSON: Great. Any other comments from other Technology Committee members? Thank you. I believe next up is Chief Johnson. Outreach.

JEFFREY JOHNSON: Thank you, Madam Chair. Yes, we did, we talked yesterday, primarily about, I mean, the things that were different from everybody else. We talked a lot about the outreach and consultation. FirstNet knows that, you know, we've got a three-tiered responsibility here, amongst other things, right? We have to build and procure a network. Built into that is the spectrum auction, and we have to do so in conjunction and consultation with 56 states, territories, and commonwealths. And that falls within our committee's responsibility. And we spent a lot of time talking about how consultation and outreach has matured.

We talked about, you know, what we're doing well, what we need to still improve on. And I think probably the most noteworthy in that whole meeting was just kind of the recognition that we have moved in terms of our consultation with the states and with public safety. We have moved from an environment of how we think it's going to work to how it's going to work. And consultation has really hit its stride. The feedback from the last consultation we had was excellent, and, you know, my hat's off to the Consultation and Outreach Team. I think they're doing a great job. And we're just in the front third. So two-thirds to go, but it's going well.

And we also, I want to acknowledge as part of that outreach, Chief Harlin McEwen who is the Chairman of our Public Safety Advisory Committee. Those 40 people that sit on that Committee, they are our sole committee that reports to FirstNet and advises us. So that's primarily what we did that was unique from the other committees.

SUE SWENSON: Great. Thank you. And last but not least, Mr. Bryan.

TIM BRYAN: Okay. Thanks Sue. So Finance Committee. Obviously we did a lot of the RFP consideration that the other folks did. Talked a lot about the business plan, a lot about, sort of, the interplay of the business plan and the RFP process. We took a great presentation from Randy. I'm looking, I don't see him up here on stage yet this morning. But Randy gave us a great presentation. Continuing our efforts to be, I think, two things; one, very transparent about where our money is being spent and giving as much detail on that as we possibly can. But also then tying that spending directly to the key elements of our strategic roadmap. I don't want to steal any of your thunder, TJ. I know you're coming with a presentation on that. But, really, to make sure that we're in lockstep with the goals of the organization and make sure we're deploying our resources in a way that completely support those goals. So, I would say that's mostly what we talked about, Sue, on the Finance Committee.

SUE SWENSON: Okay. Thank you.

TIM BRYAN: Sure.

SUE SWENSON: So that was a short rendition of the long day yesterday. But I want to thank the Board in particular for the engagement on this important topic. I think the discussions we had yesterday were, I think, very helpful, not only for fellow Board members but also for management. So I appreciate your preparation and engagement on the topic. This is an important step for FirstNet.

Before I introduce TJ, I just want to, you know, just comment that we do continue to make progress on our Strategic Roadmap. I think it's been very helpful, not only for the Board and management but I think it's been helpful for those of you who are listening in to kind of find out what we're really planning and the timeframe in which we're planning to do it. Otherwise, as I tell people, any road will get you there, and you might end up in Abilene if you don't have a roadmap, so I think it's very helpful to keep us on track and help you have the appropriate expectations for what we're doing and when we're doing it.

In addition to TJ reporting out, we also have the honor of having Chief Harlin McEwen with us today, and Harlin is going to provide you some updates on the work that the PSAC is doing as part of TJ's report. And I know it was said yesterday, but I would like to thank Harlin for, not only his tireless work on the PSAC, but the entire PSAC. I think that relationship has matured and is in an excellent place, and we really appreciate the advice and counsel that we're getting, Harlin, from you and the PSAC members. So with that, TJ, if you and Harlin want to take it away.

TJ KENNEDY: Sounds good. So I'm going to kind of cover the first elements here, and then I'll turn the time over to Harlin. And really look forward to just kind of giving everybody an update on major areas that we've been working through. Last year, when we talked about the Roadmap and a number of key things we need to do, one was get the foundation of the organization and get key staff, key management in place, and I think you saw what the updates yesterday, both on consultation and outreach, as well as from the technical team., We've made great strides. We have a long way still to go, but definitely have a

lot more key management in place, and resources. That is excellent talent to help get us where we need to be.

As we continue to work through this, we're looking at our number one main issue, and that's getting the network Request For Proposal out and working through consultation and all the discussions we have to have to build an excellent RFP. And, really, this year, everything that we're focused on in the Strategic Roadmap goes around the network Request For Proposal and getting to a sustainable network that will make FirstNet succeed long term to meet that public safety need. And so doing those things that build an RFP that gets us the right responses, gets the capability to leverage a network that public safety will use is just critical as we move forward. And so outreach and consultation continues to grow.

We also had a good update yesterday from Jeff Bratcher on the testing that's going on, and because some elements of this network are different, and looking at making you are sure that priority and preemption and all the kinds of key features, as well as security, are really embedded in the network, is why the testing organization that Jeff's pulling together and the great collaboration with the PSCR labs is so important. And so we've made a lot of progress on that in the last year. We promised to do that as part of the Strategic Roadmap, and although it's not as up front as consultation and the acquisition process, it's a parallel activity that's really critically important as we move forward.

The last thing on here is really looking at outreach and consultation. And outreach and consultation really drives not just the desire to do outreach and not just the desire to do consultation, but this is an important feeding mechanism that goes into our draft RFP documents, as well as into our final RFP. A lot of great work by the Consultation Team to move into SLIGP Phase 2 funding, to be able to open that up and move forward with the other key consultation data collection that needs to occur.

Looking forward on April 14th and 15th for the big session we're going to have with all the SPOCs back here in northern Virginia to be able to go through really, the next six months and a lot of huge things that are going to happen. And I believe we have 53 of the states already confirmed, and over 125 participants. So almost everyone at this point is coming to that, and I think it will be a great chance for us not just to have that very face-to-face interaction but also to have the interaction between the states and to have good collaboration and discussions that are part of that. We also have a number of members of the Board that are going to also be coming to that as well, and so I think will be a good interaction for all the states that there to be able to have, and I look forward to those two days.

As we move forward into the RFP, there's a lot of things that we're doing, and we'll talk more about it with the second notice that's out right now, and we received a lot of good comments so far, just from the discussion that's occurred since that second notice has gone out. Really important that we could have additional notices that will be coming out that will also be supporting what goes into the RFP in the future and our foundational elements. And continuing to have -- when we put out the draft RFP documents in the future -- is to be able to receive feedback not just from the vendor community or from industry but also from states and from public safety, because what we really want to do is consult on that. We want to be able to get a lot of feedback, and so consultation permeates, even in the acquisition process. It's not just a consultation effort for listening and sharing of information.

One other thing we talked about last year was pricing. And pricing is one of the key element that are in the Act, and it's not something that we do a lot of today, but it is a key element that will come forward as we work through the acquisition process. We've been showing our overall roadmap here for a while, and one of the things that I think is fun about this, it's not a winding road as much as we have so much going on that, yeah, we need to have space on the map to be able to show it.

And when we go back to September, I mean, we put out the first notice, we put out the RFI, and, really, the draft Statement Of Objectives, and we received terrific amount of feedback. We're now driving into the next phase in that development with the second notice that's gone out and having the ability to put additional notices out, where needed, and moving into the draft RFP documents. This will continue to move us towards an end goal of getting to a final RFP and, eventually, network deployment.

I think the big thing for today is we want to talk about little bit about -- we said last year that we would begin formal consultations. We would initiate the public notice and comment. And we would get towards a draft request for proposal. And so, that's what we've been doing. And, really, over the last 12 months, I think we've made terrific progress to do those things, specifically that were in our roadmap. And I think everybody's seen that.

And Jeff and I, last week, were at IWCE, and a lot of the comments we received is "Things are really moving now. We have a lot of things going on." In some cases people asking for more time, which I think is a good sign, that we're reaching a point where we're out in front or we're at least keeping up with the demands and requests for information.

Looking forward for the next year, I think, is what's really important as well. And we continue to do what we did over the past year with our monthly SPOC calls, and as you can see, we're moving some of that to even face to face, as well as the quarterly webinars. Also, we're going to be having a series of industry days. And one of the key elements as we put out draft RFP documents and we move towards a final RFP, is to have that engagement with industry, and we'll be talking about specifics. We'll be talking about draft Statements Of Objectives. We'll be talking about key requirements that are part of that overall procurement. And those kinds of industry day elements where we can answer all those questions together. We can have a lot more detail to dive into is something, I think, industry is looking forward to, and I think will help us get to our desired goal.

Federal consultation kicked off over the last few months, and that will also be an effort that will go in parallel with a lot of the state consultation that's already occurring. And we've also had an excellent session with the Tribal Working Group, part of the PSAC, and you'll hear more about that from Chief McEwen in a moment. But continuing to find additional ways to make sure that we're including all the stakeholders in all these key elements as we move ahead.

The PSAC, as you mentioned earlier, is such a huge part, and that's what we're going to spend some time talking about to. The missions that we've asked the PSAC to take on are big, and critically important to our success at the RFP. Priority and preemption is one of these key underlying elements, and I think it has an operational component and a technical component, and we're really looking for the PSAC to help us move that forward. And as you said, there's a number of volunteers who have come forward to really dive into that, go travel to Boulder, sit down with our team there, and talk through a lot of the details so that we can really try to work that into an operational element that will be successful, as we move forward.

Lastly on here, as we move into the final RFP, we will create state plans, and this is something we've talked about from the very beginning. And the state plans will really be a culmination of a lot of consultation, a lot of data collection, and then what comes out as a result of the RFP. So the RFP is also critically important to feed into those state plans, and we've talked about that in the past, but we'll see that as we move closer and closer to it. I'll just jump to next. Go ahead.

SUE SWENSON: Yeah, go ahead.

TJ KENNEDY: Sure.

SUE SWENSON: Because I was going to ask a question, so go ahead. You know, TJ, just a couple of things. You mentioned industry days. If I recall, we have some dates targeted, don't we, for the first one?

TJ KENNEDY: We do. We're targeting, right now, mid-April, and April 13th is the likely date.

SUE SWENSON: Okay.

TJ KENNEDY: We'll be putting out an exact notice once everything is firmed up.

SUE SWENSON: Because that will be right around the same time you have the SPOC meeting so...

TJ KENNEDY: Trying to line it up so that we can have people together.

SUE SWENSON: ...coordinate with one trip. So that's great. In terms of -- could you talk about timing. You know, we put out the public notice, and I think it was -- obviously the first notice was a big deal, but the second notice was pretty substantive. I've been hearing some feedback from people that it's so substantive that I think people are asking for maybe a little more time. Has management had any discussion about that, and have you come to any conclusions on perhaps providing a little more time for people who want to, you know, provide us feedback?

TJ KENNEDY: Yes, we have.

SUE SWENSON: Okay.

TJ KENNEDY: So we've had a number of discussions, both with single point of contacts, with industry, and, really, just public presentations and getting feedback. And everyone has asked for a little more time so that they can gather their responses. I spoke with a single point of contact yesterday, and he said just trying to get all the people, in a state for instance, together to be able to respond with one voice is something that's taking a little more time than they thought. So long story short, we are proposing adding a week to the current timeframe. So, instead of being on the 13th, a week later than that. So we're going to work together to put out an updated notice that will come out through the federal register to do that week-long extension.

SUE SWENSON: Would it be fair to say that obviously since we're having this meeting today and there's probably a lot of people listening, if people have feedback about that you would appreciate hearing.

TJ KENNEDY: Absolutely.

SUE SWENSON: Okay. You know, I mean, it's a substantive notice, and we want to give people -- you know, some organizations, the big organizations, obviously, have armies of people who can do this kind of thing.

TJ KENNEDY: Right.

SUE SWENSON: But we want to hear from everybody. So, I want to be sensitive to that. I mean, obviously I know we need to move it along, but I think we need to be sensitive to getting the feedback from interested parties. So...

TJ KENNEDY: And we want quality feedback.

SUE SWENSON: Exactly.

TJ KENNEDY: So we want specific, you know, points or examples or feedback that will come to make the overall process better as we move ahead.

SUE SWENSON: Okay. And then one last question and I'm going to turn it over to the Chief. We have the federal kind of outreach now. Did I hear correctly that we have a federal SPOC? That there's somebody in the federal government who serves almost like a state SPOC?

TJ KENNEDY: Well, what we did, we worked with the ECPC and Suzanne Spalding and the overall emergency preparedness group to make sure that we asked for a single point of contact for each federal department.

SUE SWENSON: Oh, in each department.

TJ KENNEDY: In each department.

SUE SWENSON: Oh, okay. I thought it was one for all of them.

TJ KENNEDY: No.

SUE SWENSON: Okay.

TJ KENNEDY: And then on our team --

SUE SWENSON: Okay. Because you said that yesterday.

TJ KENNEDY: Yeah. We have Chris Algieri, who is our lead manager, focused on the federal outreach.

SUE SWENSON: Okay.

TJ KENNEDY: And so he's able to now work with one department lead for all the federal agencies, and that's really helped, I think, streamline the communication, because some departments have many agencies.

SUE SWENSON: Correct.

TJ KENNEDY: And so really trying to have that single voice has helped us be able to communicate more effectively in a two-way fashion.

SUE SWENSON: Okay. I misunderstood. I thought we had -- I knew you said context here, but I actually thought we had one SPOC for the federal government.

SUZANNE SPAULDING: No, not really. But we did decide some time ago to make the ECPC the Emergency Communication and Preparedness Center, at the Department of Homeland Security, sort of our focal point for coordinating federal government interaction with FirstNet.

SUE SWENSON: Okay.

SUZANNE SPAULDING: And we used that as a mechanism for getting the representatives at ECPC from across the federal government to designate POCs in each of their departments and agencies. In addition to ongoing interaction between the FirstNet management and the ECPC, which I chair on behalf of the Department.

SUE SWENSON: Okay, great. Thanks for that clarification.

SUZANNE SPAULDING: Yeah.

SUE SWENSON: I misunderstood that yesterday.

TJ KENNEDY: And so what's really good for us, at the management team level, we're working with Suzanne Spalding and all the ECPC, for that matter, to make sure that we're working, you know, one voice that's sharing information and listening.

SUE SWENSON: Okay. Good.

TJ KENNEDY: And just like she said, there's actually some co-Chairs at the overall group of the single points of contact. And Joe and Marcia have been working on that, and that's been terrific, because we now have a lot more communication. And just like we update on a regular basis the states, it gives us an ability to e-mail some of those same updates and share that same information across the federal agencies that are very interested from a public safety perspective as well.

JEFFREY JOHNSON: Thank you, Madam Chair. First, TJ, it's deeply disturbing to me that I'm starting to understand some of these acronyms. I'm very bothered by that, because it's starting to make sense, right? I want to echo our Chairwoman's comments about a reasonable or prudent delay, as long as it's brief. But it allows us to open the funnel. I mean this process will -- this funnel will narrow, right? But I think the wider we can make it at the beginning, that allows as many people that are potentially interested in competing for this network, whether it's on a national basis, a regional basis, or whatever, I think whatever we can do to help them enter this process and determine whether this is good for them or not, I think we want to do. With of course, the caveat that this road doesn't get any longer, right?

TJ KENNEDY: Agreed.

JEFFREY JOHNSON: I'd like you to reflect just briefly -- one of the comments that we heard at IWCE. I don't recall who said it or I'd hang him out right now. But they said, you know, you guys are saying something different today about consultation than you were earlier, about when the state plans would come out. When FirstNet first started talking about state plans, we envisioned this process, where we would consult to fruition with a state. That would result in a state plan. Then we would take those plans to whoever our potential bidders were. And away we went.

But we always give the caveat, reflecting back, that we're telling you what we know today but it could change as we become more learned about our overall objective in the process. And that is not how we see it today. And I think it's reflected here on the graphic on the screen in front of us, and that's that now we envision getting started with the states and getting started with all the states, and I'm impressed with the progress we made. Then engaging the vending community. And it's that combination that would result in a more cogent, complete plan. Could you reflect on that briefly?

TJ KENNEDY: Sure. I think it's a great point, and I think one of the things that's changed over time is, as we've started to consult with many states and the state point of contacts, single point of contacts, we've heard that people want more definition. And one of the things for us to get to some more definition is to be able to have the acquisition process go forward through RFP so that we can get our pricing and revenues and the sustainability locked down, because it's very hard to give specifics if you don't have that RFP process already having occurred.

And so, we're trying to drive as much of the data collection and information we're doing this year into the RFP process. That will get us the best result from an RFP, and give the most data that we can in the RFP process to potential offerors so that we get fairly focused and very responsive bids for the offering that we have forward in an RFP, so that we can then take that detail and put that detail into the actual state plan. This will provide for, I think, a lot more detail than we could have ever done without the RFP process lining up for that.

JEFFREY JOHNSON: So, I mean, this more sophisticated vision of consultation really does two things, if I want to paraphrase that. One, it gets us started and it gives the vendors a better picture of what our customers and partners might need in the process. But it also gives us more detail in terms of what we can include in the state plan. We don't have to be as general.

TJ KENNEDY: Correct.

JEFFREY JOHNSON: So it is a win-win approach that we have before us today.

TJ KENNEDY: I think it is. And I think it's also us taking to heart the urgency we have to try to move forward with this process by doing both in parallel and having them feed into each other.

What I want to do now is just talk a little bit about the big picture, and then we'll turn the time over to Harlin to kind of walk through. One of the things that we've been doing as we're out talking in consultation is really looking at a lot of the desires for key features in the public safety network, because that is what we're deploying is a public safety network. And looking at all those needs on the left-hand side of this page, there are a lot of objectives that we're building into the RFP. And part of the discussions we're

getting in consultation is what are all the objectives we want to meet? What are the things we have to meet? And then what are the desires that we want to try to add into that, either now or in the future, as we move forward?

So, when we look at some of the assignments that Chief McEwen's going to talk about is hardening and how far can hardening go and how much can we afford and to what level of reliability and resilience will we build in day one? And what kinds of things will we continue to add into that? One of the things we often get asked, too, is how do you compare this to commercial carriers today and how do we compare what's being offered today to what you're going to offer in the future?

There's also a lot of, I think, sometimes confusion on infrastructure. You know, in our Act, we talk about leveraging commercial infrastructure, we talk about leveraging rural telecom infrastructure, and we talk about leveraging government infrastructure. And one of the things that I think some people confuse is whether or not we're just riding on somebody else's network or using a commercial network versus leveraging the infrastructure, so both back hall, you know, real estate sites, all those kinds of things, even though we're deploying a Band 14 public safety broadband network by leveraging some of that infrastructure.

And so one of the things for us is we're really focused on leveraging the infrastructure for speed of deployment to really try to get some initial, you know, coverage and capacity out there. But it's not necessarily just using their network. It's not necessarily just adopting somebody's network. We'll talk more as we work into draft RFP documents about the many different ways and different sizes and scope from a state-level to a regional level, all those kinds of things and how would this happen? But I think this is a misperception that sometimes we get.

We also sometimes get requests that look at using a hundred percent, let's say, government infrastructure or public infrastructure. And one of the things we're learning from the early builders, we're also looking it just from a lot of discussion, is sometimes that's very helpful and sometimes that takes a lot of time to get the right agreements in place, the right kind of outreach that needs to occur to leverage some government infrastructure into our overall planning. So, it's something that we want to do, but there's timing involved as we work through all of this, and we're continuing to get good lessons learned from that.

Also, as we look at what are the differentiators above and beyond what's out there today in the commercial network, certainly when we look at the Band 14 coverage with priority preemption and having that baseline layer of security, this is one of the main reasons why a lot of folks have not moved mission critical data, so to speak, to broadband, is because there are big emergencies and times when they can't get access to that network. And so this is something we see as a core baseline differentiator for us with the FirstNet network, that we will have priority and preemption and have that key baseline layer of security so that we can have public safety applications running at all times in the network.

The other thing we're looking at is coverage into the rural areas and adding that reliability and resiliency that we know we have to have. Also, the ability to bring a network back up very quickly. So when we look at deployables and other things that will allow us during natural disasters to be able to restore our network quickly, even when major things happen related to key weather events, whether it's hurricanes or it's an earthquake or it's floods, having the way to get back in there, because that's when first responders need to continue to respond.

Lastly, looking at the future, and the future really is having that dedicated public safety applications and ecosystem that we need to have, and eventually on to mission-critical voice, and having the capabilities that will provide that reliable voice in the future. And so as we look at some of the key differentiators between a commercial network today and the public safety network of the future, it is really looking at these key elements and making sure that these are part of everything we're doing as we move forward, and that as we build an RFP, these are elements that have to be there. And so for us, when we look at what's going on in the labs and we look at the great work going on in standards for 3GPP, and the revs

that are coming in the future, we know that this is critical to our planning in the RFP process, and also making sure that we meet the needs of public safety.

On the second public notice, I'm just going to touch on this for a minute. Sue stole my thunder a little bit earlier on the extension, but really a critical element as we move forward on the technical requirements for devices and equipment on the network. People will see this as a key element as part of that second notice. A number of issues surrounding network policies-- state plan implementation --there's a lot of intricacies. When we get asked questions about how does this work? And how does opt in or taking responsibility for your own network work when you decide to do that? And as everybody who has read the notice can see in the 56 pages of good data that's there, we cover this in great detail.

It's actually a fairly straightforward read. There's lots of footnotes and other things, but you can actually read through it fairly quickly. But they're very meaningful. I mean, it's some pretty important elements on how would, operationally, this be implemented as part of the FirstNet day-in-and-day-out procedures.

Also looking at some of the key considerations on operating the radio access network if they happen to choose to do that and how would that happen in that process? And so, this is exactly the reason why some people are, I think, asking for some more time and to be able to make sure they write some detailed responses, and we're really looking forward to getting that feedback and spending the time to analyze it. I'm sure it's going to take some time, and probably more time than it took for the previous notice, but we want to make sure that we build that into everything we're doing going forward. So, forthcoming, we should have a public register notice coming out with a week extension, and people should see that in the next couple days.

Just want to touch, for a few minutes, on outreach and consultation. Chief Johnson talked about this. And one of the great things, as we continue to go out and do consultation, is these really are very fruitful events to get a very wide group of stakeholders together. And in every state they are just so different. It doesn't matter if you are in Massachusetts, like we just were. Tomorrow, we're in the District of Columbia right here.

Everybody has a different set of issues that they're really trying to address. All the different things that we're doing to make sure that both states are including the Tribal Working Group and the tribes that happen to be in their states and vice versa, trying to get people interested in participating is something that the states are doing. We continue to share ideas across states. A lot of states have brought forward what's worked well for them, and great examples in their own states of unique events that happen year in and year out. And we continue to build a roster of that good information that's coming in, sharing it with the technical team, sharing it with our acquisition team as well, to make sure that all this information helps feed into our final RFP as we go forward. So looking forward to the SPOC meeting in April, and, really, I think, that will be a great time for us to go to the next step on what we've done in consultation so far.

As far as partnerships with the states, we heard from Amanda and Dave yesterday, jumping into the details of this, so I'm just going to cover it at a high level today. But data collection is really the next big element. And there was a webinar with all the states on Monday talking about how data collection will focus on coverage objectives, looking at key users that will be on the network, capacity planning, and also looking at the current providers and what kinds of broadband data do agencies utilize today, and what do they expect to use in the future. Each of these, as you can see, can have a key element to our sustainability, as well as our business planning, as we move forward. And once again, building a good RFP.

So as we continue to go forward in consultation, consultation from six months ago will look different than consultation in a few months. At the same point, we're continuing to talk to all the states. So, the same information that we're bringing out now to consultation is things that we're covering with SPOCs as well, on both phone call and follow-up and these key webinars where we get together.

Everybody know that is we keep this state consultation map on our website. It gets updated, no less than weekly. Sometimes every couple of days, as additional elements are added to it. As you can just see,

most of the states are now in the hopper for their particular consultations by this summer, and we're working very hard with the few states that are left remaining to make sure that we get those scheduled. So a lot of great work being done by the team, and I think you're seeing continued progress, where we're really bumping up the speed of consultation as far as number of states that can get done in a month.

And with that, I'd like to make sure I leave some good time here for Chief McEwen to jump into the amazing work that the PSAC has been doing. And one of the things that I think is terrific for us is the meat and the hardiness, I guess, of these assignments that they have are so important to the outcome of FirstNet that I'm just really pleased with the good working relationship we have with Chief McEwen, as well as everyone on the PSAC, the executive committee and each of the members. And the participation that we've seen in past meetings and now in a lot of these working groups that are moving forward, really a lot of dedication to the mission.

HARLIN McEWAN: Thank you, TJ, and thank you, Sue and Jeff, for inviting me here. And I think this is a big step for the PSAC to be able to participate and give you, occasionally, updates on our work. I wanted to start by -- because I've started to really develop, I think, a good relationship with all of the Board members. I haven't met Geovette yet, but we will shortly. And so just having the chance to interact with the Board, you know, both informally and formally, is really helpful to me and to the PSAC.

I wanted to kind of just go over, quickly, the way the PSAC sits in all of this. As most of you know, the law really required -- the Act required that there be a PSAC, so it wasn't an option. It was something that was contemplated as a very important part of this. And right from the very beginning, the first Chairman, Sam Ginn, appointed me as the Chair, and then right quickly, within a couple of weeks, appointed the Executive Committee.

It was anticipated that the Executive Committee would be the daily operating part of the PSAC because of the fact that we're dealing with 40 volunteers who are very busy people, and that there needed to be some people that were representing the various disciplines, interacting with staff and with the Board on a regular basis. As you can see, we finally got our act together as it relates to how does it work, and the function is that, obviously, we report to the Board and we do that through the executive director, in this case, TJ as the acting executive director. So we have a very clear setup. And then our Board liaison is Jeff Johnson, the current Vice Chair, so it's a well organized operation. It works well.

As you can see, the five members of the executive committee represent five disciplines. They represent the police discipline, the fire discipline, EMS discipline, state government, and local government, from the Conference of Mayors and the National Governors for the state. So it's well thought out. It wasn't just mamsy-pamsy. It was put together in a meaningful way so that these five people have a way to, you know, represent the real core issues for public safety.

The 40 members -- well, let me, before I go off this chart, and as you mentioned I think yesterday, and there was discussion, the PSAC is the only Committee and was contemplated as the only committee of the Board, other than the Committee Boards themselves internal. And so in order for us to include other activities, it was contemplated that the PSAC would organize working groups and subgroups of various natures, and we have two of those.

The first one is the Early Builder Working Group. That consists of the five organizations that have lease agreements with FirstNet. People that I've worked with for quite some time. And they're the people that are really on the ground testing various kinds of options and doing things that will be very important to the end result of how this network is built. So that's proceeding pretty well. They've had their first meetings this past year, and recommended certain things to TJ and to the Board. And those were adopted. And they have been chartered to continue for at least a year to continue their work.

The second one is the Tribal Working Group. We just recently had the first in-person meeting here in Washington. I attended that, along with TJ and Amanda and others. And, again, they're just getting their feet on the ground, but I think, really, we spent a lot of time thinking about what would be the right mix for that Tribal Working Group. There are over 500 tribes in the United States, and we knew that we couldn't

have a committee of 500. So what they did, we worked hard to develop a strategy for having people on this working group that represent various kinds of activities within the tribes. Many times they're operating with a whole lot of tribes, either on technical basis or on other activities. So, I think, the way we've set this up is a very practical way, a working way to do that, and that's really nicely underway. And I think it will be very valuable to us.

The one hot spot about that all is that, unfortunately, there is always that question about the relationship of the tribes and the states. And I think it's important that we have already began that discussion with these tribal people to education them on how to best interact with the states, how to make that work. We're also having discussions. We'll be having more discussions with the SPOCs to talk about how they need to include them and how we need to make that all work. You know, it's a challenge, but I'm comfortable that we're going to make that work, and so that will one of the things. So that's kind of the organization.

The next slide is just a quick snapshot of the 40 organizations. I don't want you to read them all. But the point is that I think what is obvious to everybody is that this is a very broad representative group. Almost everybody imaginable is at the table. If you count up the various organizations -- I represent the International Association of Chiefs of Police. We have 23,000 members, so if you just take that, the fire chiefs -- and, Jeff, I don't know how many members, but a lot, yeah. So if you add up the number of people that each of these organizations represent collectively, you're talking about, you know, a lot of people. And this is what you need.

And these are all volunteers who have a dedicated vision of this and what want to help. They want it to happen. So they're all good people that are really dedicated. And TJ mentioned that within this 40 people, we've had some volunteers to participate in our task teams, which I'll talk about in a second. So I think it's important to know that -- I think the bottom line is, the PSAC is now recognized as a very valuable resource. I think you, Sue, and Jeff, have made that clear in your comments, and I think they realize that now there's something -- they're part of this and not just somebody that's being tolerated. So I think that's important.

[Inaudible]

[Laughter]

HARLIN McEWAN: So, let me just talk about the most recent three priorities, and, again --

JEFFREY JOHNSON: Feel free to be candid, Harlin.

TJ KENNEDY: He's holding back.

HARLIN McEWAN: Somebody said yesterday that I would be, so. So, these are the most three recent tasks, and I'll just talk briefly about each of them. So the first one -- and TJ's mentioned them too. The first one is the Priority and Preemption Task Team. So, in the big sense, we knew that in the world of commercial services, priority and preemption has been something that we've been seeking and not been able to get, and at this network was the promise for being able to achieve that. In other words, we will have the ability to prioritize within our network those people and services that are most important for a particular event or a date or whatever. And getting that right is going to be very important, and so we have established this task team to deal with that.

The National Public Safety Telecommunications Council has had, before this task team was set up, a group that was working on that, and they know that anything that they do for FirstNet is to be submitted to the PSAC. Yesterday, I received their preliminary work, and that will be fed into the task team for our work. They've really done some great work. And so all of that will come together as a public safety effort.

The second one is the Public Safety Grade Task Team, and, again, the main issue, not the only issue, that we're concentrating on is the hardening of the network. In other words, we know and we have to

educate the public safety community to the fact that not every cell site, not every element of the network will be able to be hardened to the same degree. There will be different degrees; that we have to identify the most critical elements, the most critical cell sites, and how they will take over if a cell site is overloaded or fails or is out of service, whatever, and that's basically what we're doing.

Again, NPSTC did an initial report and submitted it to the PSAC. That report is what we're basing our start discussion about, and I think that's well underway. Those two groups are going to be meeting in two weeks in Boulder with the FirstNet technical team to spend, each of them, a day each to actually sort out a lot more of that and to get their report ready for the staff.

The last one is the user equipment, and that's just been kicked off March 4th. And, again, this is an important issue. Right now, the executive committee has taken that task on without creating another task team, and we're sorting that out. We've had one call with the FirstNet technical team. We've got another one scheduled for the end of this week. And as we start to sort that all out and get our arms around it, we will then decide how to best engage the full PSAC in that discussion. So, I think they're going well.

So, I've already kind of talked about the Early Builder Working Group, and I've talked about the tribal group. But I think, again, just to reiterate, they're both going really, really good, and I think that they will serve our interests well. You will get good feedback and good advice from those two groups.

On the Tribal Working Group, I just wanted to close by just talking about some of the things they did. First of all, they're talking about expanding the membership to include a large multi-state tribe. There are no tribes, and we were very careful, because if you include one tribe then everybody wants to be a member, and we didn't want to do that. We didn't want to make any problems for that. But there is an interest in doing that, and we probably will do that in the near future. They've listed targeted public events as to where we can talk about these issues. They're undertaking culturally aligned multimedia outreach campaign for the tribes, which is difficult.

Some of these tribes are difficult to reach, and they don't have some of the best internet connections. So that's one of the things we hope to help them with. And as I said, earlier, we're engaging the state and territories SPOCs during the April matter or meeting to talk about how the Tribal Working Group and how the tribes should be interacting with the states and the SPOCs.

So that's my report. I wanted to finish by just saying that our next Public Safety Advisory Committee meeting is in San Diego on June 1st. In the furtherance of transparency, we're going to do something for the first time, and that is that the last part of the afternoon of that meeting will be open. They haven't published that yet, but it will be. And we wanted to -- we're going to have some presentations from the staff of FirstNet that will be for both the PSAC and the public. So I think that will be good.

And then I wanted to mention -- go back to the federal involvement. So, as you know, the FirstNet consultation group, the ECPC, first of all, some time ago, last year, early last year, voted to include me as a liaison from the FirstNet PSAC, and I attend all these meetings, and I'm also on their steering committee, and I also attend all their FirstNet consultation group meetings. And we needed to do that because they are not connected directly to the PSAC, and this way we have a good inner communication, and so I think that's working well, Suzanne. So thank you very much.

SUE SWENSON: Thank you very much, Harlin. You know, I just want to thank you for being the glue to so many organizations. You've probably never been called glue before. You've probably been called a lot of things but probably not glue. But, you know, just the connections you make for people is really important. I mean, we've talked about it a lot about it a lot, about the relationships and connections are key.

I did want to ask you a question though, about the Priority and Preemption Task Team. Just in terms of the membership of that team. And the reason I'm interested is because of, obviously, in some locations, this will be probably more of an issue than in others, and I just think it's important to think about who is on the team so they have that background and experience, if you don't mind sharing that.

HARLIN McEWAN: I don't have the names in front of me.

SUE SWENSON: That's okay.

HARLIN McEWAN: But it's a small team of the 40, and we tried to make sure we had a balance of the disciplines. So we've got police, fire, and EMS, and like that, a balance. And, so I think you're going to get a good mix of people on that team. If that answers you questions.

SUE SWENSON: It does. Just, you know, like I said, I think in some cities, particularly it will be more significant just because of the congestion and the, you know, how the network is going to be overloaded.

HARLIN McEWAN: Right.

SUE SWENSON: So having that experience and that mindset, I think, is helpful to thinking about it.

HARLIN McEWAN: Yes.

SUE SWENSON: That's all. Thank you.

SUZANNE SPAULDING: Chairman, if I might, I want to echo your thanks to Harlin in reference to his being the glue. We're very grateful that you are willing to put in the time to maintain -- to have established and maintain that relationship with the federal folks through the ECPC, and your involvement there has been very valuable, so thank you very much for that.

SUE SWENSON: Any other comments. TJ?

TJ KENNEDY: I just want to thank Harlin --

SUE SWENSON: Your speaker's not on.

TJ KENNEDY: -- for the great working relationship with the team, and I think that the communication is better than ever, and just look forward to that continuing.

SUE SWENSON: Well, we're at the point in the agenda where we're going to talk about spectrum relocation. What's interesting about this presentation is -- and I want to thank NTIA for the early days of this. When I was first with FirstNet, one of the things I said is, you know, we've got people in the 700 band, what do we do about that? And, you know, it's actually some folks at NTIA were commissioned to actually do an early assessment of this, and obviously it's really important to not only the folks that are in the band but for FirstNet as well. So that work has continued with the good work of Patrick Sullivan, who is a member of our legal team, and so we thought it would be important for you, the listening audience and the Board, to get an update on that project. So the floor is yours, Patrick.

PATRICK SULLIVAN: Thank you, Chair Swenson. Thank you Board, for the update -- the opportunity to do an update. What I hope to do is just sort of explain what the situation is, how we got there, and what we're doing to resolve it. So, as all of you know, FirstNet has been licensed by the FCC, two 10-by-10 areas of spectrum, 20 MHz span of spectrum. Originally, this was broken up into two 5-by-5 slots of spectrum. The D block, which we all know has had a long and checkered history with the FCC, and in the private sector as well, and an existing band of spectrum designated for public safety use, particularly for broadband. These bands are a part of the upper 700 MHz band that was originally repurposed for wireless services, as part of the digital transition under Act of Congress in 1997.

It's important to note, though, that this band configuration now is very different than that band configuration, so a little bit of the look at the history is helpful. So, as a result of the 1997 Act, in 2000, the FCC reconfigured the upper MHz band, and made some narrow band and wide band allocations that are

different than today. As a result of that, they began, between 2001 and 2007, to allow public safety narrow band operations in the band that is now Band 14, or FirstNet's licensed spectrum.

During that time, a number, roughly 40 systems were deployed, narrow band public safety systems, and in 2007, in anticipation of a nationwide public safety broadband network, in whatever form that may come, the FCC actually froze those. So, after 2007, no additional narrow band systems were allowed to be, to go live. However, as a result of it, there still are some systems that are licensed and will be licensed into the near future that are operational today.

So, as you'll see, we've done some initial examination. Roughly, right now today, there are about 40 systems that are licensed by the FCC in 18 states. Our initial evaluations indicate that 13 of those systems, in about 10 states, are actually systems that will require relocation, and we're sort of assessing some of the operational aspects of the remainder, the remaining systems, however we do believe this is fairly accurate.

We're compiling data on these systems, and we've begun to kind of analyze the need for each and every system, not just the 13 but all 40 that we've identified so far. We're reviewing the licenses on those as well, and reaching out to each and every incumbency right now with e-mails. I've spoken by phone to about half of those incumencies so far, and we're compiling data, and we have kind of a list of top seven technical questions to assess need, future anticipation of need, scope of the system, equipment implicated, and that sort of thing.

So, again, we've begun this dialogue, and we really began it, thanks to your leadership, a year ago. And what we've done is sort of reinvigorate that and put together a relocation program team where we're getting some cost estimates, at least for the first 13. We're validating those, as well independently. We're also kind of looking at the licensing dynamic on the regulatory front, that's really governed by the FCC and what that means, and what that means as some of these renewal opportunities arise. We're looking at some funding vehicles, and also, again, the technical, possible solutions. Is retuning an option? Is replacement of the VRS essential? We're looking at those things, but we're doing those things, but we're doing it on a very iterative basis, with the incumbents themselves.

So that's sort of an overview and broad strokes of what we're doing. We'll be talking a little bit more about some procurement-sensitive issues as well.

SUE SWENSON: Remind me. These folks have to be out of the spectrum before we turn on our network. Is that correct?

PATRICK SULLIVAN: That's a great question. I've been working with the CTOs office on that very issue.

SUE SWENSON: Okay.

PATRICK SULLIVAN: And the answer overall is yes.

SUE SWENSON: Okay.

PATRICK SULLIVAN: More than likely.

SUE SWENSON: A qualified yes.

PATRICK SULLIVAN: You know, we want to look at some options.

SUE SWENSON: Okay.

PATRICK SULLIVAN: There are some data-related incumencies that are here, so there may be some synergies of more closely approximated cutovers.

SUE SWENSON: Right.

PATRICK SULLIVAN: But overall, yes. And what we want to do, one of the things that I've tried to articulate to the incumbencies. FirstNet is really dedicated towards ensuring effective communications for the public safety community, whether it be narrow band or broadband, where it's needed. And we're assessing those needs now. So we want to give everyone time to get off the band and give us time to deploy so that there's a seamless integration.

SUE SWENSON: Okay.

TIM BRYAN: Having been round the industry for a bit -- and I know we're going to speak maybe a bit in closed session about more of the details, but, in general, from a high level, this is not a particularly large relocation effort in the whole scheme of relocation efforts. So, you might want to just sort of address that in a general level, or maybe we'll do that when we come back. But I think it's worthwhile, sort of giving sort of wireless view on that.

PATRICK SULLIVAN: Sure. Sure. So the best example is the 800 MHz narrow banding and relocation. And on a number of occasions, the FCC has identified that a new entrant in spectrum will be responsible for relocation. And the 800 MHz scenario, we are talking about a scope of 10 to 30 X, what we're looking at here, depending on how you look at the numbers and who you talk to on the engineering side.

But additionally, I think one of the, while its smaller and number and scope, I think it's a number of these as you've noticed are statewide, and so we're taking it really seriously, but we're also anticipating that no matter whether it's small or big, it will probably take a little bit of time. So we're trying to budget that time in. Act very rapidly on the front end in terms of getting the program established, so that we don't have some of the lags that we've seen in relocation scenarios.

SUE SWENSON: Tim, I appreciate the question, because we've all seen relocation, and then there's relocation. So this one in the scheme of things is, you know, minor. Relatively minor. Thank you, Patrick. I mean, that was really helpful, and it was really nice to see the progress. As you indicated, it does take time, which is why we really started the assessment early, because you need time to not only to assess but actually do the work, whatever solution is determined. So thank you for that.

I think it's time, now to go into closed session. I predict -- we weren't very good yesterday. Let's see if I can do better today. I think we'll be back no later -- probably an hour and a half. We obvious have a lot to talk about today as a result of the committee meeting yesterday, so that gives you plenty of time to have a lot of coffee, have a little breakfast, some scrambled eggs or whatever you like for breakfast. And we're going to talk about the acquisition process, as well as some proprietary and sensitive information about the spectrum relocation.

So when we come back -- and if it looks like we're making progress -- we'll get the word out, you know, that we're going to come back early. So if you're out and about, you can get back to see the meeting. But with that in mind, I would entertain a motion to close the meeting.

BARRY BONIFACE: So moved.

SUE SWENSON: Thank you, Barry.

JAMES DOUGLAS: Second.

SUE SWENSON: Thank you, Governor. All those in favor, please say aye.

ALL: Aye.

SUE SWENSON: Any opposition or abstentions? Thank you. We'll be back in about an hour and-a-half.

[Break].

SUE SWENSON: Welcome back. I think that we were able to get back on the first time in a day and a half when we said we were going to. As we did yesterday, the Board had significant discussion with management about their recommended approach, and there is a lot of coalescence around the suggested approach by management to the acquisition process. As you saw yesterday, we're digesting huge amounts of information. This is -- and I'll say it again, this is a very complex and important process for this project, and we want to make sure that we set up this correctly, right at the front end of this. This is not something that you can put out there and hope that it works. I mean, you want to be absolutely correct in terms of how you frame this up.

So to that end, we anticipate, as a Board, working with management over the next several weeks, that we will work on a few items that are still, that we think we need to spend a bit more time on, before we actually approve management to go forward with release of the notice for the draft RFP documents. So look for us to actually get back together in the very near future. We anticipate that will happen, based on the discussions over the last couple of days, and we look forward to actually coming to this conclusion and moving forward, as we anticipated.

I want to thank you for your participation today and yesterday, for enduring these long sessions. Like I said, this is a very, very important process, because we want to make sure at the end of the day, we feel a real responsibility to provide the absolute best network and service to our public safety community, at a reasonable price. And so doing this right is really critically important that we accomplish that objective. So thank you for your attention. With that, do any of the members have any comments before we suggest an adjourn? Tim?

TIM BRYAN: Yes. Jeff, do you want to go?

JEFFREY JOHNSON: You go first.

TIM BRYAN: Well, I just agree wholeheartedly with the Chairman that, you know, this is not a box to be checked, an RFP document is produced and it hits a date and you move on down the road. It is an absolutely critical and vital piece that underlies our business plan, which is everything to FirstNet, and is everything for our public safety constituency. So, I just want to continue to put it in the context that it needs to be put into, and I welcome the opportunity to work with the Board in continuing discussion. So, Sue, I think it's definitely a good place to go.

SUE SWENSON: Great. Thank you.

JEFFREY JOHNSON: Sue, I have two comments. The first one on this, I just want to congratulate and acknowledge this Board, from the public safety perspective, that we have to get this right. And the fact is, we get it right up front and then move it forward, it will be more efficient moving through the system than if it's disjointed in any way. So, I am really pleased with this decision, and I look forward to working through it. So I want to just put a period there.

The second thing I want to do, something that's profoundly uncomfortable for somebody. We're losing Stuart Kupinsky on Friday. I mean he isn't going to lose his way. He's moving on to better things. But, you know, my reflection on him, he's a remarkable legal mind. He has an incredible telecom and wireless knowledge base that's as close to unparalleled as you can get. And he's a spectacular person. And, the reason I want to call Stuart out is, I think that, you know, strategically organizations get it right. Their chance of being successful is far higher, and Stuart has got our strategy right. And it's to Stuart we owe a thank you for strategy.

Second, this Board is very focused on culture. You know, we try not to offend people when we say we don't want a federal culture. That's no personal impugntment, but it's meant--we don't want to wait two weeks to get toner cartridges. This is a mission critical network, and it has to operate like a mission critical network. And I think probably nobody more than Stuart has set the tone. Not -- impatience is the

wrong word -- but the urgency and an intolerance for things that are illogical, and the cultural approach that says we're going to push and get this done for public safety. And telling the story about -- I mean, really, on a weekly basis, there's lives lost on the street. And we will save lives when we're up and operating. It is never lost on Stuart. So, you know, from me, Stuart, thank you.

STUART KUPINSKY: Thank you very, very much for the kind words. It's been an absolute honor to try and serve public safety and make whatever contributions I could. And during the year-and-a-half I've been here, it's been my further true honor to serve this Board with people that are, you know, for all intents and purposes, volunteering their time and putting in amazing, amazing hours and effort on this worthy cause. And obviously, to the management team and to my good friend, TJ, it's been an honor. So thank you very much. And I appreciate those kind words.

SUE SWENSON: Thank you very much. You know, I think another thing that's important to keep in mind is that over that period of time that Stuart has been here, we've also built an incredible team around FirstNet. And, Stuart, to your credit, you built an amazing team of people around you, and so we're excited about Jason Karp, your deputy, stepping into your role, because, you know, he served in that capacity and clearly a great member of the team.

Patrick is another member of the team. I won't mention all the team that you've built behind you. But we also have a broader organization, as we went through yesterday. So we will miss you. We appreciate the direction that you've sent us on. We won't disappoint you. And I have a feeling that you're not going to be that far from us. So even though you may not be at the table every day, I know that we can call on you and count on you for, you know, your continued interest, because I know you're very committed to the public safety community. So thank you from me as well.

So with that, I think it's time to ask for a motion to close the meeting. May I --

FRANK PLASTINA: So moved.

SUE SWENSON: Thank you. Second?

BARRY BONIFACE: Second.

SUE SWENSON: Any opposition or abstention? If not, we're adjourned. Thank you very much.